

Department of Workforces Services
Strategic Marketing Plan
Executive Director's Office

Revised 9 September 2002

The Department of Workforce Services (DWS) is “**Utah’s Job Connection.**” That motto designates DWS, an agency of the state of Utah, as a facilitator of employment exchange activities in Utah. DWS has two primary customer clusters: **employers**, both for-profit businesses as well as non-profit organizations; and **job seekers**, from those unprepared to enter the labor market to the highly skilled hunting for careers.

This is the strategic marketing plan for DWS. This plan takes direction from the State Council on Workforce Services (the governance board of DWS) and the DWS Senior Management Team. It identifies the target markets, reviews the products and services, discusses the competitive alternatives, scans the environment, identifies opportunities and threats, and lays out the marketing goals and strategies (complete with a running calendar of marketing and communication campaigns).

Summary

DWS was created in 1997 out of the integration of five separate agencies of state government, each with a different mission, set of products and services, and customer base. From that moment, DWS consciously developed a new customer-centered culture and mission as well as a fresh brand.

Mission

To provide quality, accessible, and comprehensive employment-related and supportive services responsive to the needs of employers, job seekers, and the community.

In short, the core competency of DWS is the facilitation of employment exchange activities in Utah. DWS offers a wide variety of secondary, value-added services to its employer and job seeker customers that compliment its core competency.

Brand



The brand, represented by the logo above, communicates the core competency and mission of DWS while giving DWS and its customers consumer confidence. It has a specific and directly appropriate connotation and is easily remembered by the customers.

This strategic marketing plan has evolved out of the ethical duty DWS has, as a taxpayer funded organization with a specific mission, to communicate (or market) its mission and its products and services to its customers and prospective customers.

Profile of Target Markets

This marketing plan targets two markets, or clusters of customers. The first target market is a specific segment of Utah employers. DWS may serve all bona fide employers, but its target market is **small employers**, i.e. organizations of fewer than 100 employees. The reasons for this are convincing:

- Utah, like nearly all others, is a small employer state. Most of the employers in Utah have fewer than 5-10 employees. And, much of Utah's workforce works for small employers. Small employers represent the economic growth engine of Utah.
- Small employers typically lack sophisticated human resource assets and therefore find hiring qualified employees to be a significant challenge. This is illustrated by the explosive growth of human resource outsource organizations that focus on small business clients.
- Small employers are spread throughout all business and industry sectors. They hire employees from across the job-readiness and skills spectra and in a variety of different capacities.

Job seekers are the second target market. This market varies greatly from person to person. DWS serves customers completely unprepared for work, customers who are highly skilled with solid work histories, and all customers in between. The empirical fact spelled out by the data, however, is that DWS engages a much higher percentage of the job seekers at the lower end of the skills spectrum than the upper. To serve both target markets well, it needs to rectify this inequity.

The labor market obeys the macroeconomics laws of its parent, the economy. It is ruled by supply and demand and at any given time balances employers seeking workers with job seekers looking for willing employers. That is the relationship of the two target markets, and DWS as the catalyst for connecting them.

Review of Products and Services

The products and services provided by DWS are legion. Fundamentally, DWS connects employers with job seekers, making employment exchange its core service. This service is currently provided via electronically facilitated, proprietary database matching. It is an

efficient system that allows for employers and job seekers to connect throughout the state nearly instantaneously. The strategic advantage is that with all the resources DWS brings to bear on this, its core service function, it serves more employers and job seekers in Utah than any other organization.

DWS provides many value-added products and services that compliment its employment exchange. Employer customers indicate that perhaps the most valuable value-added product or service DWS offers, besides employment exchange, its **labor market information**. These data, packaged in several consumable formats (most in electronic formats, too), deliver relevant data for decision-making that has an impact on employers' bottom-lines. Examples of useful labor market information include: economic trends and outlooks, labor market characteristics and projections, wage data, etc. Consumer demand for this information continues to increase.

Employers have also conveyed the importance they place on other DWS services. Among those they list at the top of their lists of usefulness are: **access to national job seeker databases, training** (on a variety of topics, for instance successful supervision), **layoff assistance, job fairs, and work/life consultations**.

But this is not an exhaustive list. DWS can also provide employers with: assistance with writing job descriptions, use of its physical facilities, open/mass recruitments, information on doing business in Utah and connecting with the necessary regulatory agencies, child care cooperatives, apprenticeship development, targeted tax incentives, linking to customized training, and much more. As the e-commerce capacity of DWS grows, more-and-more of these products and services are available to employers faster and at a lower delivery cost. And, DWS logically believes that the accessibility and convenience of these value-added services, many of which DWS must by law deliver, will draw more target market employers to utilize its core competency, employment exchange.

Job seeker customers have an equally attractive package of products and services from which to choose, from the self-help to the highly intensive and personalized. Again, the core service is employment exchange, i.e. jobs. And, just like employers, job seekers consume labor market information, but as a decision-making tool to guide them in their job searches and career development.

Other products and services available to job seekers include: access to self-help job search and career exploration data and tools; résumé, cover letter, and interviewing assistance, job search coaching; employment counseling; and more. For eligible job seeker customers, important employment support services may also be available, e.g. unemployment insurance benefits, training, subsidized child care, food stamps, cash assistance, medical insurance, etc.

Competitive Alternatives

The target markets have alternatives to DWS for employment exchange. Small employers,

for a fee, can use for-profit personnel services. Interestingly, many of these then use DWS as a recruitment tool for many of those positions for which they recruit. As for the value-added services DWS offers, some private sector alternatives exist, again for a fee. But, at this time, none offers all of the services available through DWS.

It should not be mistaken that DWS does not provide any of these services for free. The distinction is that DWS is a not-for-profit, government agency. Most employers, including the target market small employers, support the system with a mandatory payroll tax. In a sense, then, employers who utilize services from DWS are collecting on commodities for which they have already paid.

Not unlike employer customers, job seekers too have alternatives. There are for-profit organizations that can provide some employment exchange, passing the cost on to the employers and/or the job seekers. But, there are some that operate at no cost, such as schools, charities, and religious institutions. Similarly, there are also some alternatives for some of the value-added services DWS offers job seekers. Some of these are for-profit businesses while there are others that are non-profit organizations.

What is true for both target markets and all services provided for DWS, though, is that no single organization offers *all* of them and everything at no cost. What is more, no alternative organization engages as many employers and job seekers as DWS.

Scan of the Environment

In the new economy, business and government alike are moving to e-commerce solutions. DWS has a vision and strategic plan for the services and products it will offer and the business it will conduct via the Internet, email, telephone, and other vehicles. In time, it will conduct all of its core competency functions via the Internet, whether mediated by staff or carried out entirely by the customers. Meanwhile, more and more value-added products and services are coming online, including basic business transactions that, for decades, have been accomplished at the speed of traditional postal services.

Opportunities and Threats

Opportunities abound. Ever evolving e-commerce solutions place DWS in a decidedly strategic position. Coupled with that is the historic advantage DWS holds of doing business with more of its target market than anyone else. Finally, market research shows that DWS owns 92 percent target market small business brand (and core competency) recognition. There is little reason to believe that target market job seekers do not have the same brand perception.

Meanwhile, serious threats exist. Primary among them are:

- Resources allocation. Resources continue to diminish as demand grows. Therefore, allocating available resources remains a challenge while developing e-commerce

solutions has become a necessity.

- Strategic business vision. Settling on a strategic vision for the target markets is a must. Above all, DWS must adopt a vision for its services to its small business customers and must implement a plan to take it there.
- Service quality. Delivering on the brand is the best marketing of all. Customer service quality perception data suggest room for improvement in many areas.

Goals and Strategies

Based on all of the above, the marketing goals and strategies of DWS are simply these:

Marketing Goals

- Increase market share of the target market employer customers.
 - Draw job seekers from all levels.

Marketing Strategies

- Build and maintain positive brand identification for DWS.
- Promote the value-added business services that can enhance the bottom lines of employer customers.
 - Market services to all job seekers, especially those at higher skill levels.
- Reach out with employment support services to job seekers with barriers to becoming employed and self-sufficient.

Running Calendar

Marketing Campaign: America's Workforce Network National Toll-Free Number

The U.S Department of Labor has granted DWS money to promote the national toll-free help line for customers (employers and job seekers) of the workforce development system. This is experimental to determine if a national toll-free number for general inquiries serves a purpose. DWS has negotiated to combine this campaign with a brand differentiation campaign in order to get maximum resource leverage. Creative for these ads must (by virtue of the grant) include the America's Workforce Network logo and tagline.

Targets: Job seekers and small employers

Type: Response marketing. The call-to-action is to contact a DWS Employment Center, logon to jobs.utah.gov, or call the National Toll-Free Hotline 877-US-2-JOBS.

Dates: August 2002 through September 2002.

Vehicles:

- Radio--DWS has produced :60 radio spots and negotiated paid and bonus time to run on KSL 1160 (the only AM station with statewide reach, and the most-listened to) and many rural stations consistent with the target market demographics.

- Transit--DWS has designed and displayed transit advertising consistent with the radio call-to-action.
- Earned media--All press releases will include the National Toll-Free Hotline number in the body of the release. Broadcast media will be alerted to a national campaign with the opportunity for live coverage or interviews.

Budget: Approximately \$23K (\$15K radio & \$8K outdoor), grant specific dollars, could change (including creative). To be spent out by 30 September 2003.

Evaluation: Data collected at the National Call Center and key performance measure data.

Marketing Campaign: jobs.utah.gov

The primary goal of this marketing plan is *to promote customer (job seeker and employer) use of the Department of Workforce Services' (DWS) jobs.utah.gov self-service, online job-matching* (known internally as UWORKS) *and employment resource system*. The secondary goal of this marketing plan is to promote jobs.utah.gov as a job-related technology path for other state and local agencies, workforce development partners, etc.

The philosophy underlying this strategy is that jobs.utah.gov, as an employment exchange tool, rests upon the supply and demand balance of the employment exchange function. In short, if jobs.utah.gov has good job orders, then job seekers will go to it if they are aware of it. And, as more job seekers at all levels utilize the service, it will become easier to promote it with employers.

Given the current economic conditions, this should be achievable. Yet, as that balance shifts, as it inevitably will, and there are more job orders than job seekers in the marketplace, the marketing strategy will also have to shift accordingly.

The initial and primary focus then of the marketing strategy will be to promote jobs.utah.gov to job seekers at all skill levels (and those already doing business with DWS as well as those unexposed to DWS but searching for a job over the Internet, including college students), while secondarily promoting it with employers (those already doing business with DWS as well as those unexposed to DWS), and other interested consumers. Employer customers will be exposed to most of the messages aimed at job seekers. This strategy assumes that employers will recognize the messages to job seekers and respond to the same calls-to-action because they will realize that job seekers are drawn to jobs.utah.gov.

The marketing of jobs.utah.gov will begin with the creation of a concept. The concept is the visual representation of the brand and its services, and includes: the jobs.utah.gov logo/brand, the message, and the call-to-action (i.e. go to and use jobs.utah.gov). jobs.utah.gov will have its own brand, with unique color and font.

Then, the concept will expand to include the message. Part of the concept message will be the common taglines. The taglines will center on real jobs in the system and a corresponding job number (and will include a photo of a person in that job). For example: Roller Coaster

Engineer, job 1967 (with a picture of a woman with a t-square and blueprint). This will accomplish two things: First, it will demonstrate a true commitment to the consumer because it will depict jobs that are, or have been, in the system rather than fictional jobs; and, second, it will showcase a mixture of entry-level with higher-skilled, high-wage jobs, thereby marketing to job seekers across the skills spectrum.

Although jobs.utah.gov will be cross-marketed to job seekers and employers simultaneously, the visual concept for each audience will include a color concept unique to customer group. Therefore, job seekers will have one color while employers will have a complementary color to that of the job seekers. Look-and-feel, nonetheless, will always match.

Finally, the concept will not include the DWS logo. The co-branding of jobs.utah.gov will be much more subtle since customers will recognize when they log on and use the system that it is a service of DWS. This is deliberate. jobs.utah.gov integrates “clicks with bricks,” or, in other words, augments the services available at DWS Employment Centers. Much of its purpose, however, is to move Web-savvy job seeker and employer customers away from the physical locations to online in order to better serve them, reduce their wait times, and decrease workload for DWS staff. Market research indicates that similar organizations that have marketed their Web services as part of their brand or as a partner brand have actually increased foot traffic into their brick-and-mortar offices. This would create a fatal counterproductive effect for DWS.

The development of the jobs.utah.gov concept will include input and focus group feedback from both customer groups. DWS will utilize its State and Regional Councils on Workforce Services and employer committees, also.

Marketing to job seekers will then occur in two distinct segments and in three consecutive periods, and may include the following:

- Job seeker marketing segment one (unveiling the brand): 4 November through 31 December 2002
 - Outdoor advertising
 - A billboard campaign along the Wasatch Front corridor and penetration as far into the rural areas of Utah as is possible. The billboards will be the largest format of the concept, complete with all the elements. Consideration will be given to placing some billboard ads before carefully selected Employment Centers where possible in order to promote the link to all of the services provided by DWS (i.e. integration of “clicks and bricks”). This may provide an opportunity to promote new DWS offices as well as take some walk-in traffic pressure off some offices.
 - A transit campaign throughout the Utah Transit Authority system.
 - Matching posters (including lenticular imaging) in all DWS Employment Centers and offices, and distributed to business partners

- (via DWS Business Consultants), e.g. chambers of commerce, others state agencies, libraries, city and county government offices, and anywhere job seekers may go and access the Internet.
 - Signage at University of Utah and Brigham Young University football and basketball games.
 - Web advertising
 - Banner advertising at related sites.
 - Featured as a new service at utah.gov.
 - Proper and useful key words on the homepage.
 - Extensive and proper metatags in the source code.
 - Directory submissions to major search engines.
 - Links with all DWS partners.
 - Relationship marketing with other organizations with traffic that can lead to DWS, e.g. City Search, Newspaper Agency Corporation, KSL, etc.
 - “Tell a friend” button on the homepage to facilitate emailing the site.
 - Collateral advertising: A collateral brochure/mailed/table-topper designed (also for employers—one color/message on one side and the other color/message on the other) that includes a basic description of the system and its benefits/features combined with highlights and benefits/features of all DWS services via real customer testimonials and includes an interactive CD-ROM that launches in the user’s browser to jobs.utah.gov. This cornerstone piece will match look-and-feel of all aforementioned components. It will interact with the DWS Web site to include Flash components included at jobs.utah.gov.
 - Buzz advertising
 - T-shirts delivered to and worn by all DWS staff, council members, and partners with the same concept.
 - Decals on DWS fleet services vehicles (nearly 200) and for distribution.
 - Pens for give-aways.
 - Business card size bi-fold flyers.
- Job seeker marketing segment two (expanding the brand): 1 January through 31 March 2003
 - Television advertising: A commercial television campaign with at least all four major stations in Utah. This will include purchased, bonused, and public service time to achieve saturation. A high production value :30 spot has been produced by the US Department of Labor that will be tailored appropriately to the Utah market. Also, all stations will include Web advertising as part of the packages.
 - Radio advertising
 - A statewide commercial radio campaign with KSL 1160, the most listened to station in Utah, which also has the greatest reach. This will include :10 and :60 spots that can be used by regional radio stations.

- Clearly, the marketing to job seekers will touch employers. In addition, marketing to employers will also occur in two distinct segments and may include the following:

- Employer marketing segment one (unveiling the brand): 4 November through 31 December 2002
 - Relationship advertising: Face-to-face direct sales by DWS business consultants
 - Collateral advertising: A collateral brochure/mailer/table-topper designed (also for employers—one color/message on one side and the other color/message on the other) that includes a basic description of the system and its benefits/features combined with highlights and benefits/features of all DWS services via real customer testimonials and includes an interactive CD-ROM that launches in the user's browser to jobs.utah.gov. This cornerstone piece will match look-and-feel of all aforementioned components. It will interact with the DWS Web site to include Flash components included at jobs.utah.gov.
 - Print advertising
 - The Enterprise, Utah's statewide, weekly business paper.

- Wasatch Digital IQ, Utah's new IT business magazine.
 - Other business/trade specific periodicals.
- Direct mail advertising
 - A direct mail piece sent to employers with mailings sent out via Unemployment Contributions and other mechanisms no less than three times.
 - DWS employer newsletters and TrendLines.
- Electronic advertising
 - Faxes to regional employer lists.
 - Email to regional employer lists.
- Buzz advertising
 - Lenticular image cards
 - Mouse pads.
 - Pens for give-aways.
 - Business card size bi-fold flyers.
- Earned media
- Employer marketing segment two (expanding the brand): 1 January through 30 June 2003
 - Television advertising: DWS underwrites the Lehrer News Hour on KUED (an excellent demographic for the employer target market). The tags will be changed to message jobs.utah.gov.
 - Radio advertising: DWS underwrites KBYU radio (an excellent demographic for the employer target market). The tags will be changed to message jobs.utah.gov.
 - Print advertising
 - Feature stories in the DWS employer newsletters
 - Feature stories in the DWS TrendLines

There are many other consumer groups interested in jobs.utah.gov. Outreach to them will include, but may not be limited to:

1. A press/media kit, ready by 4 November 2002.
2. Media events, 4 November 2002 through 28 February 2003.
3. Many of the pieces described above.

Finally, response to all marketing activities will be measured. Mechanisms will include:

- Web measured hits and user sessions
- Online surveying

Target: Job seekers ages 18-35 that are regular Internet users.
 Type: Response marketing.
 Dates: September through December 2001.
 Vehicle: Radio—Radio ads will run as a co-branding effort with DWS.
 Budget: Not applicable (funded at the federal level).

Evaluation: The number of job seekers registered each week, the number of resumes posted each week, number of job searches performed each week, number of registered employers each week, and number of hits each week.

Marketing Campaign: Unemployment Insurance Online Services

The Department of Workforce Services (DWS) offers all Unemployment Insurance (UI) services online. These services are divided into services to employers (known commonly as “contributions”) and services to eligible job seekers or claimants (known commonly as “claims”). **The strategic advantage DWS owns is that all these services are available online, thereby presenting the benefit of branding them in common.** UI has a long history and is a fairly universal term for some or all of the services it encompasses, depending on the perspective(s) of the customer.

The goal, however, of moving employers and job seekers to conducting their UI business with DWS online has not been realized. In an environment of doing more with less, yet more quickly and with greater customer choice of how they interface with government, this has become a critical need. To illustrate, UI online claims capability is especially important given that the UI Claims Center (the telephone call center operated by DWS staff) is busier than at any time in its history. This creates the need to market this convenient service to those most likely to use it.

To market these convenient, online services requires a successful brand, message, and call-to-action. Those elements then must be carried to the target audiences that need to be moved to action.

The two target markets for UI online services are employers and job seekers. The employer target market is characterized by bona fide Utah organizations that employ people and contribute in their behalf to the Utah UI trust fund. The job seeker target market is UI-eligible job seekers with access to the Internet.

The UI online claims capability needs a concept or brand around which to successfully build awareness and to drive response. The brand needs to communicate accessibility, caring, ease-of-use, efficiency, friendliness, and taxpayer accountability.

The employer target market is finite and known. It can most effectively be reached via direct mail, a convenient method already exploited by DWS.

The job seeker target market is more elusive. Job seekers who may be eligible for UI cross many demographics. Yet, they have an important attribute in common. They are out of work. Therefore, broadcast media combined with classified advertising should yield good penetration and solid awareness. Job seekers watch television, and are prone to watch at non-prime hours, such as daytime and late night. What is more, they also read the “want ads” in their search for a new job.

A public awareness campaign would use direct mail to employers between March and July 2003. The campaign would also target eligible job seekers with a :30 TV spot and a :30 radio spot (using the television voice over). It would combine these messages with print, classified advertising in Utah's two primary newspapers. The job seeker portions of the campaign would run September and October 2002.

Most of this exposure could be secured at no cost. An investment of approximately \$7,500 would: develop the direct mail pieces, produce the television and radio spots, buy some leveraging time for these spots, and design and display the classified advertising.

Communication Campaign: Food Stamp Outreach

DWS has developed a comprehensive outreach plan to provide information on eligibility and benefits to potentially eligible Food Stamp customers in order to increase participation. Food Stamp outreach serves not only to ensure households are aware of how to obtain benefits for which they are entitled, but also helps meet larger community needs. The federal government pays the full cost of Food Stamp benefits and half of the administrative costs associated with them. Raising Food Stamp participation through outreach efforts increases the purchasing power of low-income Utah residents and contributes to local economies. This campaign began in October 2001 and remains ongoing.

Communication Campaign: Earned Income Tax Credit

To be defined.